

ACADEMIC IMPROVEMENT

Goal: The University will develop and deliver academic programs that provide the highest quality intellectual preparation for its students and which both motivate and enable those students to reach their full personal and professional potential.

Indicators:

- Accreditation reports from external evaluators
- Student retention data and alumni surveys
- Class size data
- Faculty-student research data
- General education program assessment data
- Undergraduate and graduate student surveys

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>1. Exemplary Teaching</p>	<p>A. Promote and recognize excellence in classroom instruction and teacher-scholar research</p> <p>B. Maintain small class sizes and commitment of full-time faculty to teaching</p> <p>C. Expand opportunities for collaborative faculty-student research</p>	<p>A1. Develop means of recognition and support for classroom teaching and teacher-scholar research, establishing criteria and benchmarks by 12/2001 (Academic Affairs, Colleges)</p> <p>A2. Utilize retention data, student and alumni surveys, or focus groups to improve classroom instruction (Academic Affairs, Colleges)</p> <p>B1. Continue to expand workforce of full-time faculty in proportion to enrollment growth (Academic Affairs, Colleges)</p> <p>B2. Maintain small class sizes appropriate to course material and goals with overall institutional average of not more than 26 students per section (Academic Affairs, Colleges)</p> <p>C1. Establish appropriate benchmark and increase number of faculty-student research projects by 5% per year (Academic Affairs, Colleges)</p>	<p>A1. Work in progress</p> <p>A2. Work in progress</p> <p>B1. Number of authorized full-time faculty positions increased from 215 in 1999-00 to 231 in 2000-01 (4.9%); 240 authorized positions for fall 2001 (3.9%), plus four new endowed chairs.</p> <p>B2. Fall semester 2000 average class size was 24.3</p> <p>C1. Work in progress</p>

Notes:

ACADEMIC IMPROVEMENT (continued)

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CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>2. Continuous Development of Faculty and Staff</p>	<p>A. Assure the continuous academic and professional growth of faculty and staff</p>	<p>A1. Allocate 5% additional support each year for faculty development in discipline-based programs (President, Academic Affairs, Colleges)</p> <p>A2. Provide additional incentives/rewards for professional development and growth (Academic Affairs, Colleges)</p> <p>A3. Provide a strong orientation for new faculty and staff (Academic Affairs, Colleges)</p> <p>A4. Improve systems for sustained support of adjunct faculty by 12/2001 (Academic Affairs, Colleges)</p> <p>A5. Develop new, systematic programs to encourage and support the professional development of Administrative/Professional and Support staff at all levels. (Human Resources, All)</p>	<p>A1. Allocation for faculty development increased from \$36,095 in 1999-00, to \$36,393 in 2001 availability of grant funding supplemented this base support</p> <p>A2. Work in progress</p> <p>A3. Program was evaluated for fall 2000; additional improvements (e.g., workshops) planned for fall 2001</p> <p>A4. New programs for orientation and support of adjunct faculty under development special efforts under way in English Department</p> <p>A5. Variety of initiatives undertaken in each administrative unit (data available). Note also creation of Presidential Fellows program and participation in Harvard Summer Institution</p>

Notes:

ACADEMIC IMPROVEMENT (continued)

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CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>3. Exemplary Curriculum</p>	<p>A. Develop and implement an exemplary general education program which provides a strong foundation in the liberal arts and the development of academic and technological skills, and which is informed and supported by outcomes assessment processes and measures</p> <p>B. Maintain rigorous and effective review processes to ensure well-conceived, coherent, and effectively delivered academic and professional programs</p> <p>C. Assure a campus environment that promotes racial, ethnic, interdisciplinary, and international integration of curriculum and co-curricular activities</p>	<p>A1. Develop and implement a strong general education program with outcomes assessment and benchmarks by 4/2002 (Academic Affairs, Colleges of ABS and SET)</p> <p>A2. Implement a revised institutional definition and delivery of basic skills instruction and assessment by 12/2002 (Academic Affairs, Colleges of ABS and SET)</p> <p>B1. Achieve program-specific accreditation for the College of Business & Management by 6/2002 and maintain such accreditation for other appropriate academic or professional programs. (Academic Affairs, Colleges)</p> <p>B2. Review existing processes for curricular change by establishing a task force in 9/2000 and 4/2001 (President, Academic Affairs, Faculty Association)</p> <p>B3. Develop linkages in which key employers provide program feedback by 8/2002 (Academic Affairs, Colleges)</p> <p>B4. Develop additional needs-based graduate, post-graduate, international, cross-disciplinary, and certification programs (Continuing Education, Academic Affairs, Colleges)</p> <p>C1. Continually integrate racial, ethnic, interdisciplinary and international diversity within curricular and co-curricular activities (President, Academic Affairs, Colleges, Student Affairs, Enrollment Management, Minority Student Services, Equal Opportunity/Special Programs)</p>	<p>A1. New general education program ratified and first courses approved for fall 2001 assessment program developed and funded for \$100,000 in 2001-02</p> <p>A2. Committee appointed and report due by summer 2001</p> <p>B1. AOTA and ABET accreditation received; AACSB visit scheduled for fall 2001</p> <p>B2. Subject to collective bargaining in 2001-02</p> <p>B3. Employers forums planned for fall 2001</p> <p>B4. Advice being sought from regional employers</p> <p>C1. Significant progress in co-curricular programming for both international awareness and racial/ethnic diversity (details available) Curricular review to be completed in summer 2001</p>

<p>4. Sufficient Financial Support to Accomplish Goal</p>	<p>A. Continue efforts to establish more equitable, enrollment-driven basis for State appropriations</p>	<p>A1. Achieve annual State appropriations increases at inflationary rate multiplied by rates of enrollment increases (President, Governmental Relations, Board of Control)</p>	<p>A1. State appropriations for 2000-01 increased by 8%; insufficient to maintain inflationary growth in per-student funding FY 2002 pending</p>
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PROGRAM QUALITATIVE DISTINCTIVENESS

Goal: The University will enhance the value of all its programs by developing several qualitatively distinctive programs that achieve and deserve recognition as among the finest such programs offered by teaching universities [Comprehensive I] in the United States.

Indicators:

- External evaluation of DOE Partnership grant reports
- Credentials of endowed chair holders
- Annual evaluation of charter schools
- Fund-raising results
- Number of faculty external grants
- Number of faculty Fulbright Scholars
- Accreditation reports

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>1. Development of Distinctive Programs</p>	<p>A. Establish criteria for program distinctiveness, including program reputation, student admissions, management of resources, student career outcomes, and cross-cultural components</p> <p>B. Designate, support and promote programs identified as distinctive or potentially distinctive</p>	<p>A1. Utilize the DOE Partnership Grant to achieve key institutional goals and to establish the University as a regional resource and a national teacher preparation model by 2001-2004 (President, Academic Affairs, Colleges, Sponsored Programs)</p> <p>A2. Recruit outstanding endowed chair holders in Education, Global Business (by 12/2000), Engineering (by 12/2001) and Ethics (by 12/2002) (President, Academic Affairs, Colleges)</p> <p>B1. Establish a process to identify emerging, qualitatively distinctive programs (President and Vice Presidents)</p> <p>B2. Designate resources and facilities and develop Macomb as a distinctive extension of the University (President)</p> <p>B3. Develop and support a system of strong and creative charter schools (Board of Control, President, School-University Partnerships)</p>	<p>A1. Considerable progress achieved toward goals of Partnership Grant.</p> <p>A2. Dr. James Leming recruited for Gerstacker Chair in Education; Dr. David Hunt recruited for Wickes Chair in International Business; recruitment under way for Finkbeiner Chair in Ethics and Strosacker Chair in Engineering</p> <p>B1. Criteria have been developed by special committee and eight programs have applied for this status. Review process under way</p> <p>B2. Architectural work is under way for Macomb facility and new director position is under recruitment</p> <p>B3. New directions under consideration subject to Board decision</p>

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PROGRAM QUALITATIVE DISTINCTIVENESS (continued)

Goal: The University will enhance the value of all its programs by developing several qualitatively distinctive programs that achieve and deserve recognition as among the finest such programs offered by teaching universities [Comprehensive I] in the United States.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>2. Sufficient Funding to Accomplish Goal</p>	<p>A. Obtain and allocate resources to recognize and support key academic, extracurricular, and service programs</p>	<p>A1. Designate General Fund support for programs identified as distinctive by 7/2001 (President, Academic Affairs) A2. Develop and achieve targeted private fund-raising efforts for distinctive programs by 6/2002 (President, SVSU Foundation, Sponsored Programs, Alumni Relations) A3. Expand endowments to \$40,000,000 by 6/2005 (President, SVSU Foundation)</p>	<p>A1. Recommendations to be made for 2001-02 and 2002-03 budgets A2. Under consideration delayed by priority need for capital campaign A3. Proposals for significant support to endowment pending; total value of endowment as of 1/1/2001 at \$23,936,898. New pledge received for Yeo endowment in business programs (\$150,000); expect pledge from Allen Foundation for research in science (\$1.5 million)</p>

Notes:

ENROLLMENT MANAGEMENT

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

Indicators:

- Annual enrollment data
- GPA and ACT data for entering freshmen
- Demographic data for student body
- Student retention data
- Alumni survey/focus group data
- Assessment of career planning and placement initiatives
- Assessment of effectiveness of Student Support Service programs

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>1. Maintain Moderately Paced Enrollment Growth, Consistent with University's Mission</p>	<p>A. Expand markets for student recruitment</p> <p>B. Expand and improve campus facilities to accommodate enrollment growth</p>	<p>A1. Increase total University enrollment 3% each year, reaching total enrollment of 10,000 by 9/2005 (Enrollment Management)</p> <p>A2. Increase enrollment in graduate programs to 2,000 by 9/2005 (Enrollment Management, Academic Affairs, Colleges)</p> <p>A3. Establish appropriate benchmarks for maintaining low tuition and fee rates (Board of Control, President, Enrollment Management)</p> <p>B1. Increase to 1,500 the number of students living on-campus, consistent with the availability of campus housing by 9/2004 (Student Affairs)</p>	<p>A1. Fall semester 2000, enrollment total 8,622, a 2.9% increase over previous year; project a 2.72 % increase for fall 2001</p> <p>A2. Graduate enrollment for fall 2001 totaled 1,563, a 3.4% increase over previous year; project 3.4% growth for fall 2001</p> <p>A3. Current Michigan Council of Presidents data indicates SVSU has lowest tuition in state for public universities, and full occupancy is expected for fall 2001</p> <p>B1. New campus housing available for fall 2000 was completely occupied, bringing total number of residents to 1,200. Construction currently under way to reach target of 1,500, and full occupancy is expected for fall 2002</p>

Notes:

ENROLLMENT MANAGEMENT (continued)

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>2. Recruitment of Well-Prepared Students</p>	<p>A. Increase recruitment and retention of high-achieving students</p> <p>B. Increase recruitment and support for international and minority students</p>	<p>A1. Increase recruitment and enrollment of honors students, (i.e., with 3.5 GPA and above) to comprise 35% of FTIC class by 9/2005 (Enrollment Management, Admissions)</p> <p>A2. Increase average ACT score for entering FTIC class to exceed national average for public teaching universities by 9/2005 (Enrollment Management)</p> <p>A3. Provide additional enhanced learning opportunities for high achieving students e.g., Roberts Fellowship Program, re-developed Honors Program (President, Academic Affairs)</p> <p>B1. Increase enrollment of qualified students from under-represented racial, ethnic, and cultural backgrounds to reflect population of East-Central Michigan region by 9/2005 (Enrollment Management, Admissions)</p> <p>B2. Increase number of international students to comprise 6% of the total enrollment by 9/2005 (International Programs, Enrollment Management)</p>	<p>A1. Percentage of students with 3.5 GPA or above was 28.7% for FTIC class of 2000 an increase from 22.8% in 1995; 55 valedictorians and salutatorians recruited for fall 2001</p> <p>A2. Mean ACT scores for entering freshmen have increased from 20.5 in 1998 to 20.9 in 2000. (National average is 21.0)</p> <p>A3. Special task force reported on re-developed Honors Program; SVSU Foundation approves program and we anticipate implementation for 80 new students by fall 2001</p> <p>B1. Minority (Native American, Asian American, African American, Hispanic and multi-racial) students comprise 11.21% of total enrollments this compared to 12.44% of all high school graduates in Bay, Midland, Saginaw and Tuscola counties</p> <p>B2. Total international student enrollments increased from 256 in fall 1999 to 335 in fall 2000 3.89% of overall enrollments. Expect enrollment of 373 international students (+11%) for fall 2001</p>

ENROLLMENT MANAGEMENT (continued)

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>3. Success of Students and Graduates</p>	<p>A. Improve opportunities, programs, personnel, and efforts to increase rates of student success, intellectual and personal growth</p>	<p>A1. Increase rates of student baccalaureate degree program completion 10% by 4/2005 (Enrollment Management, Academic Affairs)</p> <p>A2. Establish a comprehensive career center that consolidates career research, development, advising, internships, and job placements by 7/2000 (Enrollment Management)</p> <p>A3. Complete research on retention rates and assess effectiveness of Student Services programs by 12/2001 (Enrollment Management)</p> <p>A4. Develop alumni surveys/focus groups by 6/2001 to improve program effectiveness (Colleges, Alumni Relations)</p> <p>A5. Ensure a rich and vibrant extracurricular campus culture, including an infrastructure to support diversity of students served (Enrollment Management, Student Affairs)</p>	<p>A1. Progress under way freshman retention rate increased from 64.8% to 67.9% over past three years</p> <p>A2. Career Center established, considerable progress under way services provided to 2,283 students in first year of operations</p> <p>A3. Under study. First analysis of College Success Course shows promise students completing this were retained at 12.3 percent higher rate than others</p> <p>A4. In progress</p> <p>A5. Significant progress accomplished with development of clubs and organizations. New Student Center is key to future progress</p>

ENROLLMENT MANAGEMENT (continued)

Goal: The University will increasingly become an institution of choice for students while remaining an institution of opportunity.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>4. Sufficient Facilities and Resources to Accomplish Goal</p>	<p>A. Continue efforts to obtain enrollment-based appropriations support and necessary facilities from State</p>	<p>A1. Achieve annual State appropriations increases at inflationary rates times rate of enrollment increase (President, Government Relations)</p> <p>A2. Obtain funding for IF-4 College of Education building by 6/2001 and complete construction by 9/2003 (President, Government Relations, Administration and Business Affairs, Engineering Services)</p> <p>A3. Expand private and general fund support for merit and talent-based scholarships by 20% for a total of \$3,000,000 by 9/2005 (Development, SVSU Foundation)</p>	<p>A1. State appropriation for FY 2000-01 increased by 8% insufficient to accomplish goal. FY 2001-02 appropriation is pending</p> <p>A2. \$30 million in state funding allocated and additional reduction of University match is under consideration; additional support pledged or allocated in amount of \$6 million</p> <p>A3. Current General Fund support for merit- and talent-based scholarships is \$2,097,837 in 2000-01; SVSU Foundation support is \$306,331 in 2000-01</p>

TECHNOLOGY

Goal: The University will make a qualitative step forward in employing technology to enhance teaching and learning, improve institutional efficiency and expand access to educational opportunities, achieving a state-of-the-art level of technological capability among teaching universities [Comprehensive I] in the United States.

Indicators:

- Technology Infrastructure five-year plan
- Successful implementation of R-16 administrative system
- Assessment of classroom technology improvement and usage
- Number of academic programs that require extensive technology fluency
- Successful ongoing course delivery through alternative technology means

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>1. Integration of Technology in Teaching, Services, and Operations</p>	<p>A. Achieve and sustain access to and use of state-of-the-art learning resources</p> <p>B. Improve productivity and operational cost-effectiveness</p> <p>C. Improve and expand distance learning opportunities</p>	<p>A1. Develop and implement a comprehensive technology infrastructure and instructional support system for faculty, staff, and students by 9/2001 (Information Technology)</p> <p>B1. Implement R-16 administrative system upgrade by 5/2000 and plan for next phase of improvements by 5/2001 (Information Technology)</p> <p>C1. Increase number of classrooms which meet or exceed appropriate classroom technological standards, including phone, computer, video/data projector screens, desktop cameras, and Internet connections by 2002 (President, Information Technology, Academic Affairs)</p>	<p>A1. Plans and funding in place to upgrade campus network to Internet Two standards; plans and funding in place to connect campus network to Remc networks; an executive director and seven new professional staff hired in 1999-00 to provide technical support; 1/3 of student workstations upgraded in September 2000; 1/3 of faculty personal computers upgraded during 2000-01</p> <p>B1. R16 administrative system implemented in October 2000 difficulties still being experienced</p> <p>C1. Seven classroom upgrades scheduled in 2001; seven scheduled for 2002; seven scheduled for 2003; 14 to 17 new classrooms in Doan Science Building fully equipped</p>

TECHNOLOGY (continued)

Goal: The University will make a qualitative step forward in employing technology to enhance teaching and learning, improve institutional efficiency and expand access to educational opportunities, achieving a state-of-the-art level of technological capability among teaching universities [Comprehensive I] in the United States.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
2. Sufficient Resources to Accomplish Goal	A. Develop base of continuing financial support for technological improvements	A1. Establish funding source within the General Fund Budget to maintain and upgrade technology equipment and support personnel by 7/2001 (President, Information Technology)	A1. General Fund support for academic technology increased by \$522,480 between 1999 and 2001 fiscal years

Notes:

CAMPUS CULTURE

Goal: The University will create and sustain a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty and staff.

- Indicators:**
- Begin a comprehensive review of curricular and co-curricular activities
 - Data on student participation in extracurricular activities and volunteer activities
 - Completion of facilities
 - Attendance at University events and assessment of campus program initiatives
 - Number of nationally recognized artists/scholars performing and presenting
 - Student assessment surveys

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
<p>1. Quality of Campus Life</p>	<p>A. Improve and sustain a campus culture that values diversity and practices freedom of inquiry, respect and integrity in human relationships</p> <p>B. Expand and improve learning and career-focused volunteer activities</p> <p>C. Expand and improve campus facilities</p> <p>D. Provide a rich diversity of artistic, scholarly, and other co-curricular events</p>	<p>A1. Foster sense of community which supports and honors diversity (President, All)</p> <p>A2. Foster improved and expanded leadership growth opportunities within campus community (President)</p> <p>A3. Foster cross-disciplinary communication among faculty and staff (President, Academic Affairs)</p> <p>B1. Increase community and career-focused volunteer activities 25% by 5/2001 (Student Affairs)</p>	<p>A1. Comprehensive review of curricular and co-curricular activities completed in May 2001</p> <p>A2. Presidential Fellows Program created for six junior A/P staff; two individuals selected to participate in Harvard Summer Leadership Program; four faculty selected for Fulbright Visiting Scholars Program</p> <p>A3. Series of 12 dinners conducted for faculty across departments during academic year; three new interdisciplinary proposals created for distinctive programs</p> <p>B1. Significant progress in base year (2000-01). Cardinals in Action clothing drives, University Resident Association volunteering at soup kitchen; two grants received from Michigan Campus Compact to support service learning. Benchmark data being assembled in 2000-01 academic year</p>

CAMPUS CULTURE (continued)

Goal: The University will create and sustain a culture and environment that fosters and supports the personal and intellectual growth of its students, faculty and staff.

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
		<p>C1. Obtain funding for and complete construction of new student housing (to reach total capacity of 1,500) by 9/2004 (President, SVSU Foundation, Student Affairs, Administration & Business Affairs, Engineering Services)</p> <p>C2. Complete comprehensive review of campus recreational facilities by 1/2001 and expand as indicated by 9/2003 (President, Student Affairs)</p> <p>D1. Increase participation in campus activities by 10% each year (Student Affairs, Academic Affairs)</p> <p>D2. Develop improved links between faculty/staff and student organizations by 5/2001 (Colleges)</p> <p>D3. Promote greater involvement of Board of Fellows in campus activities (President, Community Relations)</p>	<p>C1. Total capacity of 1,500 expected by September 2002 two years ahead of goal</p> <p>C2. Comprehensive review completed and work under way with architects for development of Student Center construction scheduled to begin in spring 2002</p> <p>D1. Benchmark data for 1999-00 year: Theatre productions 2,139, Music performances 2,782, Campus Life Center 7,110, Program Board events 9,180, Campus Recreation activities 1,002, athletic events 23,808. Total: 46,021. Data being compiled for 2000-01 year</p> <p>D2. Faculty/staff advisors to student organizations increased from 65 to 70 during current year</p> <p>D3. Board of Fellows hosts Student Community Service Recognition Luncheon</p>

Notes:

PUBLIC SERVICE

Goal: The University will make significant and sustained contributions to the quality of life and become the premier cultural and intellectual center and resource for the schools, businesses, governments and people of the East-Central region of Michigan.

Indicators:

- Data on opportunities for non-degree students annual Continuing Education report
- Results of opinion research on public perceptions at SVSU and planned strategies based on results
- Growth in Alumni Association membership
- Expansion of Charter School program
- Number of student internships and field placements
- Data on faculty and staff involvement in the region

CRITICAL SUCCESS FACTORS	DIRECTION TOWARD GOAL	KEY ACTIONS	PROGRESS
1. Continuing Education Programs	A. Improve and expand lifelong learning opportunities for the full range of University constituents	A1. Increase professional and personal enrichment opportunities for non-degree-seeking students by 5% each year (Continuing Education) A2. Develop assessment measures to gauge programs effectiveness by 6/2001 (Continuing Education)	A1. In fall 1999, 84 professional development programs enrolled 1,600 new participants; in fall 2000, 94 professional development programs were offered to same enrollments A2. Work in progress to be assigned to the new leadership
2. External Reputation	A. Provide more opportunities for community and campus collaboration B. Expand community opportunities for cultural and intellectual campus events C. Forge stronger partnerships with businesses and schools D. Strengthen and expand SVSU's reputation and image through applied research within the region	A1. Conduct opinion research on public perceptions of SVSU and enact response strategies by 6/2001 (President, University Communications) B1. Increase Alumni Association to 3,000 members by 6/2001 (SVSU Foundation) C1. Develop and implement a system of model charter schools (School-University Partnerships) D1. Increase cultural opportunities for the larger community (President)	A1. Public opinion poll completed and presently under study consultant to be retained for support of public awareness campaign B1. Progress disappointing current membership at 1,600 C1. Work in progress delays to be caused by turnover in leadership and continuing legislative inaction on charter school cap D1. Significant increase in cultural events on campus during current year key event is academic symposium on peacemaking in March 2001